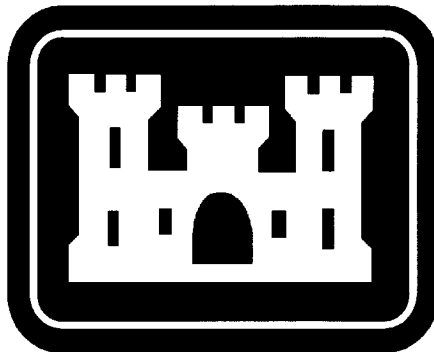


Project Management Plan (PMP)
Park Ranger
Community of Practice



Project Management Plan (PMP)

Park Ranger

Community of Practice

9 July 2008

(Appendix 4 updated 23 Sep 09; Appendix 5 updated 20 Oct 09)

Table of Contents

COVER SHEET

TABLE OF CONTENTS

LIST OF APPENDICES

The Project Management Plan

| <u>Paragraph</u> | <u>Page</u> |
|---|--------------------|
| 1. Project Scope | 4 |
| 2. Advisory Board Membership Information | 6 |
| 3. Critical Assumptions and Constraints | 6 |
| 4. Work Breakdown Structure | 6 |
| 5. Funding | 6 |
| 6. Schedule | 6 |
| 7. Quality Control Plans and Objectives | 6 |
| 8. Acquisition Strategy | 6 |
| 9. Risk Analysis | 6 |
| 10. Safety Plan | 7 |
| 11. Change Management | 7 |
| 12. Communication Strategy | 7 |
| 13. Value Engineering Management | 7 |
| 14. Closeout | 7 |
| 15. Real Estate | 7 |
| 16. Approvals | 7 |
| 17. References | 7 |
| 18. Schedule Details | 7 |
| 19. Other | 7 |

LIST OF APPENDICES

| <u>Appendix No.</u> | <u>Appendix Title</u> |
|----------------------------|--|
| 1 | CECW-CO-N Memorandum dated 3 October 2007, Subject: “Natural Resources Management Park Ranger Community of Practice Advisory Board” |
| 2 | CECW-CO-N Memorandum dated 24 March 2008, Subject: “Natural Resources Management Park Ranger Community of Practice Advisory Board” |
| 3 | USACE Park Ranger Community of Practice Advisory Board Charter |
| 4 | Park Ranger CoP Advisory Board Members (updated 23 Sep 2009) |
| 5 | Milestone Schedule (updated 20 Oct 2009) |

1. PROJECT SCOPE.

1.1 PROJECT DEFINITION. Park Rangers are the professional uniformed team members (including but not limited to 0099, 0025, 0028, 0400 job series) who perform, manage, or supervise work in the stewardship of Federal lands, waters, and park resources at U.S. Army Corps of Engineers (USACE or Corps) operated and maintained water resources projects. These individuals come from a variety of educational and experience backgrounds and are responsible for duties in from one to several different business lines. This workforce is part of the two broader Communities of Practice (CoP): Natural Resources Management (NRM) and Operations. On 3 October 2007 a CECW-CO-N memorandum announced the formation of an Advisory Board to develop and administer a formal Community of Practice (CoP) that serves USACE Park Rangers (Appendix 1). On 24 March 2008, a CECW-CO-N memorandum made initial board appointments and provided a draft charter (Appendix 2). A final version of the charter was adopted by the Advisory Board on 9 July 2008 (Appendix 3).

1.2 OBJECTIVE. The objective of this project is to develop and administer a Community of Practice for USACE Park Rangers. The goal is to provide for a unified and on-going support platform for the USACE Park Ranger. The purpose is to advance the technical and leadership skills of USACE Park Rangers and empower them to accomplish professional Park Ranger duties in an agency-of-choice work environment; to develop and implement a plan for Park Ranger program sustainability which ensures that the Park Ranger is appropriately positioned for the future; to develop and implement plans and tools to communicate with and educate others about the current roles of the Park Ranger; and to develop and implement a plan of action to address any barriers to internal or external recognition and support of expanding Park Ranger roles across all business lines.

1.3 SERVICES TO BE PROVIDED.

Capable Workforce

- Develop and conduct a comprehensive survey of Park Rangers to assess the current situation on issues including visitor and ranger safety, park ranger staffing levels, training needs and other issues identified by CoP members' feedback.
- Benchmark with other agencies' Park Ranger staffing and training levels.
- Develop a national USACE Park Ranger Training Manual.
- Develop a CoP-based Park Ranger career assignment (developmental) program.
- Develop a Park Manager PROSPECT course for Park Rangers who aspire to be park managers.
- Promote professionalism and efficient use of training dollars by investigating the feasibility of an on-site national Park Ranger Basic Training School that would be regionally accessible.
- Support and promote Park Ranger conferences at the Division, District, and National levels.
- Develop and conduct exit surveys of separating Park Rangers to improve retention efforts.
- Develop guidance for succession planning for replacement of transitioning Park Ranger staff and retention of current staff.

Communication & Knowledge Management

- Establish a Park Ranger CoP web page on the NRM Gateway and encourage its use. It will include features such as a CoP Smartbook and Discussion Forum to provide networking opportunities and to facilitate communication of success stories or solicitation of help in problem solving among Park Rangers. It will also feature methods of archiving such communication and postings to capture institutional knowledge.
- Develop plans and tools to communicate with and educate others about the role of the Park Ranger. This plan will be both internal such as outreach to other Corps elements and Commanders; and external to reach key partners such as congressional representatives and U.S. Attorneys.
- Develop a plan of action to address any barriers to internal or external recognition and support of non-traditional Park Ranger roles across all business lines.

Partnerships

- Explore Park Ranger associations established by others and support the establishment of one for USACE Park Rangers.
- Position the CoP to support beneficial partnerships at all levels, including the capabilities of the Corps of Engineers Natural Resources Education Foundation

One Team: Relevant, Ready, Responsive, Reliable

- Position the CoP to support current and future initiatives such as the USACE Recreation Program Strategy Implementation and the Children and Nature Network.
- Position the CoP to respond appropriately to immediate issues or crises across business lines.

Administrative

- Explore the feasibility of pay-as-you go support for Park Rangers from other business lines.

1.4 KEY PRODUCTS.

- Recommendations based on national Park Ranger survey and benchmarking results.
- Park Ranger CoP web page
- Electronic Smartbook and Discussion Forum
- Park Ranger developmental Career Assignment Program
- Park Manager PROSPECT Course
- Park Ranger Conferences support
- Park Ranger Training Manual
- Park Ranger Basic Training School recommendation
- Park Ranger Succession and Retention Plan
- Improved recognition and support of Park Ranger duties within all business lines
- Park Ranger article as routine monthly feature in Engineer Update publication, demonstrating the CoP's wide range of duties and responsibilities

1.5 AUTHORITY. The authority for this project comes from the HQUSACE Operations Chief and Operations Community of Practice Manager, Mr. Michael G. Ensich who has directed the initiative.

1.6 LOCATION. This project is national in scope.

2. ADVISORY BOARD MEMBERSHIP INFORMATION. The CoP Advisory Board Chair is Mr. Freddie Bell, Park Manager, Old Hickory Lake, Nashville District. Appendix 4 lists Advisory Board members and describes the characteristics that uniquely qualify them to serve on this team.

3. CRITICAL ASSUMPTIONS AND CONSTRAINTS.

- Several of the initiatives specified to be undertaken will require some level of funding for success. Examples might be the creation and/or maintenance of a national Park Ranger career assignment program, or a national Park Ranger Basic Training School. Should sufficient funding not be available, these initiatives may be planned but not immediately undertaken.
- This effort is a collateral duty for the CoP Advisory Board Chair and all Advisory Board members. In some cases, this fact may slow progress toward task completion.
- It is assumed that study proposals will be embraced and implemented by district and MSC Operations Division Chiefs.
- The Natural Resource Management Career Development Steering Committee that has been established for many years has developed career materials for all NRM employees. It is assumed that their products may be leveraged in the development of additional career materials for Park Rangers.

4. WORK BREAKDOWN STRUCTURE. Not applicable.

5. FUNDING. Advisory Board Chair and Board members' time and travel (if applicable) will be absorbed by program funding or their local office O&M funds.

6. SCHEDULE. The Milestone Schedule is at Appendix 5.

7. QUALITY CONTROL PLAN AND OBJECTIVES. In order to assure the greatest quality possible for the products produced by this team, the Recreation Leadership Advisory Team (RLAT), Stewardship Advisory Team (SAT), and the NRM Headquarters staff will be afforded an opportunity to review products in draft format.

8. ACQUISITION STRATEGY. No contracts are envisioned for the production of any team products at this time. Should it be necessary to obtain outside services, the team may seek to utilize contracts already established for similar products through the Natural Resource Management Career Development Steering Committee. Establishment of a Park Manager PROSPECT Course will be coordinated with the Huntsville Training Center.

9. RISK ANALYSIS.

- A recognized risk may come from a lack of Advisory Board member support from their supervisory chain. This has been minimized by messages of support for the effort from the highest levels of the organization to the supervisory chain. It can be further reinforced with individual messages or conversations as needed during the process.
- Clarifying and asserting Park Ranger roles in all business lines may be seen as a challenge to other functional communities. Recognizing the importance of our relationships, we must be committed to working hard in building understanding while we develop and assert appropriate roles in a consistent national policy.

- As with any collateral duty, there is risk of either the Chair or Advisory Board members being overcome by the events of their primary job and losing focus on this project. Special assignments by team members will be given only on a volunteer basis which should make the work more interesting. The Chair will be careful not to overwork any one Advisory Board member or special committee. The Chair must also delegate enough assignments to keep from burning out personally.

10. SAFETY PLAN. Not applicable.

11. CHANGE MANAGEMENT. Any changes in mission, scope or schedule will be coordinated by the Advisory Board Chair with the HQ Natural Resources Management (NRM) Chief who is also the NRM CoP Manager, and the HQ Chief of Operations who is also the Operations CoP Manager. Once approved, such changes will be updated in this PMP and will be coordinated with the Advisory Board.

12. COMMUNICATIONS STRATEGY. The customers of this project are the people currently employed as Park Rangers, those who supervise or work with/for Park Rangers, those who benefit from the success of operation and maintenance of Corps water resource developments, the Corps leadership in general, those who aspire to be Park Rangers, and those who aspire to transition from Park Ranger positions to other levels within the agency. While no public involvement strategy is needed, a variety of communication will be held with the RLAT and SAT and Corps leadership in various functional areas and the applicable workforce during the project. Communication methods will include but not be limited to Gateway web site postings, discussion forums, status reports and surveys to solicit feedback or ideas.

13. VALUE ENGINEERING MANAGEMENT. Not applicable.

14. CLOSEOUT. Not applicable.

15. REAL ESTATE. Not applicable.

16. APPROVALS. Consensus regarding the PMP content was gained from the RLAT and SAT and approved by the NRM Chief of Operations on 27 August 2008.

17 REFERENCES.

- USACE 2012, Aligning the US Army Corps of Engineers for Success in the 21st Century (<http://www.hq.usace.army.mil/stakeholders/Final.htm>)
- US Army Corps of Engineers Learning Organization Doctrine (<http://www.hq.usace.army.mil/cepa/learning/lodocctrine.htm>)
- US Army Corps of Engineers Community of Practice Doctrine

18. SCHEDULE DETAILS. See Milestone Schedule chart, Appendix 5.

19. OTHER. Not applicable.



DEPARTMENT OF THE ARMY

U.S. Army Corps of Engineers
441 G Street N.W.
WASHINGTON, D.C. 20314-1000

REPLY TO
ATTENTION OF:

OCT 03 2007

CECW-CO-N

S: 26 October 2007

MEMORANDUM FOR COMMANDERS, MAJOR SUBORDINATE COMMANDS, AND
DISTRICT COMMANDS; CHIEFS, CONSTRUCTION-OPERATION DIVISION

SUBJECT: Natural Resources Management Park Ranger Community of Practice Advisory
Board

1. I'm pleased to announce the formation of the Natural Resources Management (NRM) Park Ranger Community of Practice Advisory Board. This board is being established to develop and administer a formal Community of Practice for the U.S. Army Corps of Engineer Park Ranger, with specific responsibilities and functions as identified on the attached draft charter. Mr. Charlie Burger, Ft. Worth District Deputy Operations Chief, has agreed to serve as the initial Chair of this board.

2. The Advisory Board will consist of the current program managers and/or committee chairs representing the following national NRM programs:

| | |
|---------------------------------|--------------------------------------|
| Visitor Assistance Program | Charlie Burger, Advisory Board Chair |
| Career Development Program | Marilyn Jones |
| Interpretation/Outreach Program | Pat Barry |
| NRM Uniform Program | Jim Runkles |
| Public/Water Safety Program | Lynda Nutt |
| Volunteer Program | Carolyn Bauer |
| Sign Program | Rick Magee |
| HQ Proponent | Stephen Austin |

Per previous discussions with your staff, I request that the above team members be permitted to serve on the board during the same period as they serve as managers or chairs of their respective national programs or committees.

3. In addition, one representative from each of the Major Subordinate Commands will be selected to fill a four-year term on the Advisory Board. Each MSC is hereby requested to submit three nominations (one MSC/District Office NRM employee, one field-level manager and one field level park ranger/NRM specialist) for consideration on the board. A mixture of highly qualified team members from different levels of management will help achieve a proper balance on the board. Please submit your nominations to Mr. Charlie Burger, charles.l.burger@usace.army.mil, by 26 October 2007.

Printed on  Recycled Paper

APPENDIX 1 – PARK RANGER CoP PMP
(see Appendix 3 for referenced CoP Charter)

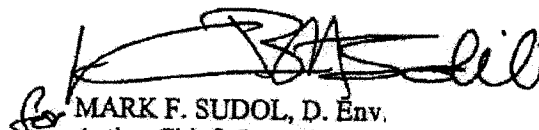
CECW-CO-N

SUBJECT: Natural Resources Management Park Ranger Community of Practice Advisory Board

4. The cost for participating on the Park Ranger CoP Advisory Board will be the responsibility of the local duty station. Maximum use of electronic communication methods will minimize travel expenses.

5. I envision an ever increasing critical role of the Corps Park Ranger in the years to come. Not only has the Park Ranger been a great ambassador for the agency as the Corps "face-to-the-nation", the ranger's job of the future will reflect both the traditional responsibilities plus the added diversity of being an even greater integral part the entire Civil Works mission. Ensuring that the Park Ranger is appropriately positioned for the future will be a key objective of the Advisory Board.

Encl


for MARK F. SUDOL, D. Env.
Acting Chief, Operations
Directorate of Civil Works



DEPARTMENT OF THE ARMY
U.S. Army Corps of Engineers
441 G Street N.W.
WASHINGTON, D.C. 20314-1000

REPLY TO
ATTENTION OF:

CECW-CO-N

MAR 24 2008

**MEMORANDUM FOR COMANDERS, MAJOR SUBORDINATE COMMANDS AND
DISTRICT COMMANDS; CHIEFS, OPERATIONS DIVISIONS AND DISTRICTS**

**SUBJECT: Natural Resources Management Park Ranger Community of Practice Advisory
Board**

1. I am pleased to announce the selection of the following members to serve on the inaugural Natural Resources Management Park Ranger Community of Practice Advisory Board. This Board has been established to develop and administer a formal Community of Practice for the U.S. Army Corps of Engineers Park Ranger, with specific responsibilities and functions as identified in the enclosed draft Charter. Mr. Charlie Burger, Fort Worth District Deputy Operations Chief, has agreed to serve as the initial Chair of this board.

2. The Advisory Board will consist of the current program managers and/or committee chairs representing the following national NRM programs:

| | |
|-----------------------------|--------------------------------------|
| Visitor Assistance Program | Charlie Burger, Advisory Board Chair |
| Career Development Program | Marilyn Jones |
| Interpretation/Outreach | Pat Barry |
| NRM Uniform Program | Jim Runkles |
| Public/Water Safety Program | Lynda Nutt |
| Volunteer Program | Carolyn Bauer |
| Sign Program | Rick Magee |
| Partnerships | Chris Gallagher |
| HQ Proponent | Stephen Austin |

3. In addition, the following representatives have been selected from each of the Major Subordinate Commands to serve up to a four-year term on the Advisory Board:

| | | |
|-----|-------------------|--------------------------------------|
| NAD | John Cave | Blue Marsh Lake, CENAP-OP-NAB |
| NWD | John Pasa | Rathbun Project Office, CENWK-OF-RA |
| MVD | Sandra Spence | Mark Twain Lake, CEMVS-OD-J |
| LRD | Todd Yann | J. Percy Priest Lake, CELRD-OP-JPP-R |
| SPD | Carrie Richardson | Hensley Lake, CESPK-CO-SM |
| SAD | Scott Strotman | South Atlantic Division, CESAD-PDS-O |
| SWD | Emily Tennill | Elm Fork Project Office, CESWF-OD-E |

CECW-CO-N


SUBJECT: Natural Resources Management Park Ranger Community of Practice Advisory Board

4. The Engineer Research and Development Center will provide technical support to the Board and to the Park Ranger Community of Practice. The Advisory Board will meet during late spring of 2008 to finalize the Charter, prepare a Program Management Plan, and begin serving the Community of Practice. Charlie Burger will be contacting all members to discuss the initial meeting. Mr. Burger can be reached at (817) 886-1567.

5. The USACE Park Ranger will continue to fill a vital role within the Corps as a critical team member and ambassador for the public, our partners and to our agency. I envision an ever-increasing function of the park ranger as we face evolving missions involving our programs and people. The Advisory Board will be committed to insuring that the USACE Park Ranger remains relevant, ready and responsive, and will be appropriately positioned for the future of our organization.

FOR THE COMMANDER:

Encl



MICHAEL G. ENSCH
Chief of Operations
Directorate of Civil Works

USACE Park Ranger Community of Practice
Advisory Board Charter
9 July 2008

A. Background. Park Rangers are the professional uniformed team members (including but not limited to 0099, 0025, 0028, 0400 job series) who perform, manage, or supervise work in the stewardship of Federal lands, waters, and park resources at U.S. Army Corps of Engineers (USACE or Corps) operated and maintained water resources projects. Functions include but are not limited to park management; natural, historical, and cultural resource management; watershed management; endangered and/or special status species management; flood risk management; real property and shoreline management; environmental compliance practices; asset management, visitor assistance; safety; infrastructure surveillance and protection; and the development of interpretive and recreational programs for the benefit of the public. Park Rangers are leaders in both emergency response and community outreach. Park Rangers are the Corps face to the nation and may be the only contact the public has with the agency. It was determined to establish a Park Ranger Community of Practice (CoP) based on discussions at Natural Resources Management (NRM) national conferences and meetings of the Recreation Leadership Advisory Team (RLAT) and the Stewardship Advisory Team (SAT).

B. Goal. To develop and administer the Park Ranger CoP and to provide for a unified and on-going support platform for the USACE Park Ranger.

C. Purpose. To advance the technical and leadership skills of USACE Park Rangers and empower them to accomplish professional Park Ranger duties in an agency-of-choice work environment; to develop and implement a plan for Park Ranger program sustainability which ensures that the Park Ranger is appropriately positioned for the future; to develop and implement plans and tools to communicate with and educate others about the current roles of the Park Ranger; and to develop and implement a plan of action to address any barriers to internal or external recognition and support of expanding Park Ranger roles across all business lines.

D. Guiding Principles. The following principles will help guide this Community of Practice and its Advisory Board into the future:

- The Park Ranger CoP Advisory Board will function as a guiding coalition to maintain focus on CoP principles. They will champion current and future initiatives to enhance CoP effectiveness in the face of impacts to the workforce and project use that may occur as agency leadership focus evolves and as political, social and economic trends develop.
- Park Rangers are absolutely essential and the key to the success of the execution of the Operations and Maintenance (O&M) and Civil Works mission of the Corps of Engineers.
- The role of the Park Ranger will continue to expand in support of additional Civil Works missions such as flood risk management, homeland security, stewardship, environmental compliance, regulatory, asset management and real estate actions.

APPENDIX 3 – PARK RANGER COP PMP

- The Corps must augment current learning and future development opportunities by providing the tools, training, and resources necessary to enhance park ranger safety, success and career satisfaction.
- As with much of the Federal and Corps workforce, demographic trends indicate that there will be increased needs for succession planning and retention strategies to ensure that an adequate, capable, and professional Park Ranger staff is sustained in the upcoming years. These needs mandate a Park Ranger CoP to sustain this staff while also preparing future managers and program leaders.

E. Advisory Board Membership. Membership of the Advisory Board and meeting descriptions follow:

- The Advisory Board will typically consist of fifteen members plus a Headquarters (HQ) proponent and an Engineer Research and Development Center (ERDC) representative to provide technical assistance.
- Eight members will represent the current Committee Chairs and/or Program Managers from the following NRM program areas: Visitor Assistance, Career Development, Interpretive/Outreach, Uniforms, Public/Water Safety, Signs, Partnerships and Volunteers.
- Each MSC will have a representative. At least one of the MSC representatives will have 5 years or less of Corps experience at the time of their appointment. The majority of these at-large members will be field NRM team members authorized to wear the uniform and whose primary duties involve Park Ranger programs.
- Membership terms initially will be staggered to maintain continuity yet allow new members to periodically transition onto the board and provide fresh perspectives. Initial appointments are from three to four years. Subsequent appointees will serve four-year terms.
- Meetings will be primarily virtual in nature; however, periodic face-to-face meetings may be held as necessary. Face-to-face meetings will be held in conjunction with other scheduled meetings as much as possible to reduce costs.
- From time to time the Advisory Board may call upon subject matter expert resources to assist with specific CoP issues.
- The Advisory Board Chair will provide overall direction and leadership to the Board, conduct meetings and represent the Board in reporting to the HQ Natural Resources Management (NRM) and Operations CoPs.

F. Functions. The Park Ranger CoP Advisory Board will perform the following functions:

- Develop and maintain a working Project Management Plan (PMP).
- Develop an annual plan of action for new CoP initiatives and submit it to the HQ Natural Resources Management Chief for approval.
- Effectively and efficiently deal with issues that arise as a result of ongoing CoP initiatives.
- Support the NRM Career Development Steering Committee in recruiting, training and development, maintenance of career ladders, and retention actions for team members

accomplishing professional Park Ranger duties (including but not limited to those accomplished by job series 0099, 0025, 0028, and 0400).

- Work with ERDC to develop and maintain an NRM Gateway web page as well as other learning tool and information-sharing tools and initiatives.
- Appoint ad hoc committees or task forces as needed to accomplish specific tasks. Task forces may consist of Advisory Board members and/or members of the NRM community.
- Fulfill other responsibilities mutually agreed to by the Advisory Board and Headquarters.
- Facilitate communication and education of others about the roles of the USACE Park Ranger through internal and external outreach.

Park Ranger CoP Advisory Board

| | NAME | REPRESENTING | POSITION | BUSINESS LINES | EP. | SERIES | TERM ENDS |
|----|-------------------|---|---|----------------|-------|------------------------------|------------|
| 1 | Freddie Bell | Advisory Board Chair Nashville District | Park Manager Nashville District | 1,2 | 8/15 | 0099,0025,0028, 0401 | Indefinite |
| 2 | Steve Austin | Headquarters Proponent | Senior Policy Advisor for Park Ranger Activities | 1,2 | 12/32 | 0023, 0025, 0026, 0401 | Indefinite |
| 3 | Marilyn Jones | NRM Career Development Program Chair Baltimore District | Operations Project Manager | 1,2,3,4,6 | 20/29 | 0025, 0026, 0401 | Indefinite |
| 4 | Pat Barry | Interpretive Services & Outreach Program Portland District | Supervisory Park Ranger | 1,2 | 25/25 | 0090, 0026, 0025 | Indefinite |
| 5 | Chris Gallagher | Partnerships Advisory Committee Chair San Francisco District | Park Manager | 1,2 | 22/22 | 0025 | Indefinite |
| 6 | Rick Magee | National Sign Program Manager St. Paul District | National Sign Program Manager | 1,2,3 | 24/29 | 0025, 0301 | Indefinite |
| 7 | Lynda Nutt | National Operations Center for Water Safety Manager Sacramento District | National Operations Center for Water Safety Manager | 1,2,5 | 23/31 | 0023, 0025, 0033 | Indefinite |
| 8 | Jim Runkles | Uniform Committee Chair Portland District | Park Manager & ARRA Coordinator | 1,2 | 28/39 | 0025, 0026 | Indefinite |
| 9 | Carolyn Bauer | Volunteer Clearinghouse Manager Nashville District | Natural Resources Specialist | 1,2 | 20/32 | 0023, 0025, 0028, 0401 | Indefinite |
| 10 | Bill Jackson | Visitor Assistance Lead Instructor Vicksburg District | Supervisory Park Ranger | 1,2 | 25/25 | 0025, 0026, 0401 | Indefinite |
| 11 | Dr. Bonnie Bryson | ERDC | Data Mgmt. Specialist | 1,2,3 | 15/31 | 0023, 0025, 0401 | Indefinite |
| 12 | Todd Yann | LRD Representative Nashville District | Park Manager | 1,2 | 12/34 | 0025, 0401 | July 2011 |
| 13 | Sandra Spence | MVD Representative St. Louis District | Operations Manager | 1,2,3,4,6 | 18/18 | 0025, 0401 | July 2012 |
| 14 | Tara Whitsel | NAD Representative Baltimore District | Natural Resource Specialist/Park Ranger | 1,2 | 6/6 | 0401 | July 2012 |
| 15 | John Pasa | NWD Representative Kansas City District | Natural Resource Specialist/Park Ranger | 1,2,3 | 24/24 | 0025, 0026, 0401 | July 2011 |
| 16 | Scott Strotman | SAD Representative South Atlantic Division | Natural Resources Program Mgr (Env Stewardship BL Mgr for SAD) | 1,2,3,4 | 15/25 | 0023, 0025, 0026, 0401, 0809 | July 2011 |
| 17 | Carrie Richardson | SPD Representative Sacramento District | Senior Park Ranger | 1,2 | 17/17 | 0025, 0099, 0401 | July 2012 |
| 18 | Traci Robb | SWD Representative Ft. Worth District | Natural Resource Management Specialist | 1,2,3,6 | 10/10 | 0025, 0401 | July 2011 |

The REPRESENTING column describes who the members represent on this board plus their location. The POSITION column shows member's current job title. BUSINESS LINES shows all applicable Corps business lines in which Board members are experienced and are coded as: 1 for Recreation, 2 for Environmental Stewardship (includes Natural Resources), 3 for Flood Risk Management, 4 for Hydropower, 5 for Navigation, 6 for Water Supply. The column abbreviated EXP, lists the years of experience the member has in positions authorized to wear the Park Ranger uniform and total government service. For example, 10/26 means the member wore the uniform for 10 years and has 26 years with the government. The SERIES column represents the various job series in which the member is experienced. These are: 0023- Outdoor Recreation Planner, 0025 - Park Ranger, Senior Park Ranger, Supervisory Park Ranger, Park Manager; 0026 - Park Technician, 0028 - Environmental Protection Specialist, 0033 - Public Affairs Specialist; 0090 - Park Aide/Park Guide, 0099 - Student Career Experience Program, 0301 - Administration, 0400 - Biologist or Natural Resource Specialist, 0809 - Construction Control Representative.

USACE Park Ranger Community of Practice
PMP Milestone Schedule
Updated 20 October 2009

| <u>MILESTONE SCHEDULE</u> | <u>CURRENT</u> | <u>ORIGINAL</u> | <u>COMPLETED</u> |
|--|---|------------------------|------------------------------------|
| √ Initial Advisory Board Meeting | Completed | 7-9 Jul 2008 | 9 Jul 2008 |
| √ Finalize Charter | Completed | 9 Jul 2008 | 9 Jul 2008 |
| √ Finalize Project Management Plan | Completed | 15 Aug 2008 | 15 Aug 2008 |
| √ Brief RLAT/SAT on CoP status | Completed | 27 Aug 2008 | 27 Aug 2008 |
| √ Park Ranger CoP Launch Ceremony (Chief of Ops signs PMP at MSC OPs meeting in HQ in Sep 08) | Completed | 8 Sep 2008 | 8 Sep 2008 |
| √ Send CoP Announcement/launch memo to MSCs | Completed | 15 Aug 2008 | 9 Sep 2008 |
| √ Launch Park Ranger CoP Gateway Page | Completed | 8 Sep 2008 | 9 Sep 2008 |
| √ Launch Park Ranger Smartbook | Completed | 8 Sep 2008 | 9 Sep 2008 |
| √ Deploy initial "3-Up 3-Down" open-ended survey of Park Rangers through Gateway to help gather info for development of comprehensive survey ("3-Up 3-Down" survey was open and comments received from 10 Sep to 15 Dec 2008) | Completed | 8 Sep 2008 | 10 Sep 2008 |
| √ Launch Park Ranger electronic Discussion Forum (launch date contingent upon availability of agency-approved software and process) – "Park Ranger Chat" launched Nov 2008 | Completed | 1 Jan 2009 | 1 Nov 2008 |
| Develop plans and tools to communicate the role of the Park Ranger to Commanders, other Corps elements and the public (Recruitment DVD "Exciting Careers in NRM" produced and distributed spring 2009 via CoP Board's NRMCDSC rep Marilyn Jones and her committee. | Completed Recruitment DVD, other efforts on-going | 2009 | 1 Feb 2009 (Recruitment DVD) |
| Establish monthly Park Ranger article in Engineer Update (Articles published in most editions) | On-going | Sep 2008 | On-going |
| Position the CoP to respond to immediate issues or crises (In 2008-09 CoP assisted in issues such as legislation to allow guns on DOI property, two-way radio issues with ACE-IT, IPR report on Abiquiu shooting, SPD Visitor Assistance Report, etc.) | On-going | On-going | On-going |
| Position the CoP to support beneficial partnerships at all levels including the capabilities of the Corps of Engineers Natural Resources Education Foundation (During 2008-09 several partnerships created, with significant action with Student Conservation Association, National Marine Alliance, Safe Kids) | On-going | On-going | On-going |
| Position the CoP to support current and future initiatives such as the USACE Recreation Program Strategy Implementation and the Children & Nature Network. (As of Sep 2009, "Recreation Program Strategy" has been modified/renamed to "Recreation Road Map". CoP will assist in accomplishing the communication-products and other actions as identified in the Road Map. The interagency Children and Nature initiative has been canceled and a new initiative is being developed under the current administration in DOI. CoP will continue to assist and be a primary player in the new initiative which will have a greater conservation-employment focus). | On-going | On-going | On-going |
| Support the Recreation Road Map's Communication Plan and assist the Communication Team with efforts to increase external awareness of the recreation program. | On-going | On-going | On-going |

| | | | |
|---|--|------------|----------|
| Support Park Ranger conferences at the Division, District, and National levels. <i>(Austin, Nutt, Jones and others attended/presented at several conferences during 2008-09)</i> | On-going | 2009 | On-going |
| Develop plans and materials for outreach to other Corps elements and Commanders <i>(Coordinating with Huntsville Training Division, to include Park Ranger information in Commanders' Course)</i> | On-going | 2009 | On-going |
| Review the functional relationships between the Park Ranger CoP and the various ranger-related national programs (i.e. Water Safety, Career Development, Signs, etc.) and recommend ways to improve overall coordination and operational efficiencies of these groups. | Dec 2009 | Dec 2009 | |
| Incorporate the recreation Road Map and other changes to the recreation program into the Visitor Assistance training program, Park Ranger Gateway website, etc. to ensure team members have current information regarding the recreation program. | Jan 2010 | Jan 2010 | |
| Publish results and analysis of the 3-Up and 3-Down Survey | Jan 2010 | Jan 2010 | |
| Develop and conduct exit surveys of departing Park Rangers <i>(Coordinating this action with Career Development Committee/Marilyn Jones)</i> | Apr 2010 | 2009 | |
| Develop guidance for succession and retention planning for Park Ranger staff. <i>(NRMCDSC is working this issue 2009 to capture critical institutional knowledge prior to key retirements; also developing Certified NRM Specialist program to support our professional level 401 job series)</i> | Apr 2010 | 2009 | |
| Develop and conduct a comprehensive survey of Park Rangers to assess the current situation on issues including visitor and ranger safety, park ranger staffing levels, training needs, and other issues identified by the 3-Up 3-Down feedback | Jun 2010 (timed to include seasonals in survey) | 1 Mar 2009 | |
| Benchmark with other agencies with Park Ranger staff | TBD | 2009 | |
| Develop a plan of action to address any barriers to internal or external recognition and support of non-traditional Park Ranger roles across all business lines | TBD | 2009 | |
| Investigate the feasibility of on-site national Park Ranger Basic Training School | TBD | 2010 | |
| Develop a CoP-based Park Ranger career assignment (developmental) program | TBD | 2010 | |
| Develop a national Park Ranger Training Manual | TBD | 2010 | |
| Explore Park Ranger associations established by others and support the establishment of one for USACE Park Rangers | TBD | 2010 | |
| Develop a Park Manager PROSPECT course. | TBD | 2010 | |
| Explore the feasibility of pay-as-you go support for Park Rangers from other business lines | TBD | 2010 | |